

APPLE INC.: PRICE STRATEGY IN INDIA¹

Mokhalles Mehdi, Lubna Nafees, and Shivani Kapoor wrote this case solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

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Apple Inc. (Apple) was established on January 3, 1977 in Cupertino, California.² The consumer electronics, software, and online services company developed some of the world's major products and brands including Mac, iPhone, iPad, and iPod. In 2021, the company's chief executive officer Tim Cook was spearheading the Apple business globally and was looking for a direct presence in India, where the company's products were available mainly through authorized resellers and online platforms. Cook was considering the initiatives and opportunities offered by the Indian government, and planning an ambitious expansion of Apple through online stores and physical retail outlets across India.³ The key challenge the company faced in its plan was the price sensitive Indian consumer. Apple products were historically positioned in the premium price category across the world. Cook wondered if Apple could successfully enter the Indian market, despite its premium pricing.⁴ Would Apple need to adjust its product pricing to attract new customers in this vast and promising market? If the company did adjust its pricing strategy for Indian consumers, what would be the impact on its image or profit margins?

INDUSTRY OVERVIEW

Information technology and electronics were high-growth industries in India, among the most promising market in the world.⁵ In fiscal year (FY) 2019–20, India's electronics market was valued at US\$118 billion.⁶ The electronics sector consisted of six major vertical business segments that accounted for 100 per cent of the market share: industrial electronics (e.g., automotive, medical) at 34 per cent, mobile phones at 24 per cent, consumer electronics at 22 per cent, strategic electronics at 12 per cent, computer hardware at 7 per cent, and LED (or light-emitting diode) products at 2 per cent.⁷ The Indian electronic devices market was projected to reach a value of \$300 billion by FY 2025–26.⁸

By FY 2020–21, the production of electronic items in India had increased to \$74.7 billion from \$37 billion in FY 2015–16 (see Exhibit 1).⁹ Domestic consumption of electronic goods in India was expected to grow from \$65 billion in 2022 to \$150–180 billion by 2026.¹⁰

The Indian government's National Policy on Electronics 2019 estimated that the country's production of electronic goods would reach a value of \$400 billion by 2025, driven by both domestic consumption and exports.¹¹ In FY 2021–22, India exported \$12.4 billion in electronic products such as mobile phones, technology hardware, consumer electronic products, and industrial and automotive electronic goods.¹²

The National Policy on Electronics 2019 anticipated that Indian exports of electronic goods would achieve a financial turnover of \$400 billion by 2025.¹³ The goal was based on producing one billion mobile handsets, with a value of \$190 billion, including 600 million of the mobile handsets being exported, for a value \$110 billion.¹⁴ The Government of India also launched a digital literacy initiative that aimed to provide digital knowledge to at least one person in every Indian household by 2020.¹⁵

Despite all of the opportunities noted above, India's mobile device and electronics manufacturing sectors were still facing challenges in the availability of capital, infrastructure support, raw materials, skilled workers, and logistics and supply chains.¹⁶ India also lacked a strong base of original equipment manufacturers, which was necessary to bring down costs and to benefit from economies of scale.¹⁷

SMART PHONE GROWTH DRIVERS IN INDIA

India was the world's second-largest smart phone market, with 468 million smart phone users in 2017. That figure was expected to grow to approximately 859 million in 2022.¹⁸ The smart phone market was segmented by operating system (e.g., Android, iOS) and geography (e.g., North America, Europe, China), distribution channel (e.g., original equipment manufacturer, retailer, e-commerce), and price range (e.g., premium, mid-range, budget). In addition to Apple, the global smart phone market was dominated by companies such as Samsung Electronics Co. Ltd. (Samsung), Huawei Technologies Company Limited, Xiaomi Corporation (Xiaomi), and Vivo Communication Technology Company Limited (Vivo).¹⁹ Key drivers for smart phone growth in India included Chinese brands, online retail, government initiatives, investment in manufacturing, and a large smart phone user base.²⁰

Chinese Brands

In India, there were almost 170 brands competing for a share of the market, with the top 20 brands dominating approximately 85 per cent of the industry. Some prominent Indian brands (e.g., Micromax, Lava, Intex, Karbonn) were competing against Chinese original equipment manufacturers that had overcome the key challenge: understanding the Indian consumer. Key reasons for the growth of Chinese brands in India included low pricing, attractive design, and strong distribution channel strategies, which the Chinese competitors were able to leverage with efficient manufacturing facilities and strong supplier relationships. Chinese smart phone brands were competing mainly in the \$75–200 price range.²¹

Online Retail

As demand for online shopping increased among Indian consumers, retailers worked on providing effective product availability, variety, and customer response times. Most smart phone brands were available through two major e-commerce retailers: Flipkart and Amazon. In 2014, Flipkart launched a trial smart phone sales campaign with Motorola's Moto G series. Various major sales promotions followed after that, including Flipkart's Big Billion Day and Amazon's Great Indian Festival.²²

Government Initiatives

Most Indian smart phone brands consisted of imported components that were then assembled in India. However, In September 2014, the Indian government decided to promote domestic manufacturing of all products, including smart phone components, by introducing its Make in India campaign.²³ In response,

Chinese companies decided to set up plants in India to leverage the initiative's benefits for local manufacture and assembly.²⁴

In addition to the Make in India campaign, the Indian government launched the Digital India²⁵ initiative to promote Indian brand innovation through research and development, enhanced in-house capacity, customized products, and quality control, with less dependence on foreign original design manufacturers.²⁶ The government then introduced a Phased Manufacturing Programme to increase domestic manufacturing of smart phones.²⁷ Industry representatives commented on the initiative, such as Pankaj Mohindroo, the president of the India Cellular and Electronics Association, who stated, "I am very hopeful that in the next two years, with such conducive policies, there will be additional massive investments coming into the mobile phone components sector."²⁸

Investment in Manufacturing

Almost 100 firms set up their facilities in India to produce more than 100 million mobile phones in Noida, Andhra Pradesh, Tamil Nadu, and Pune.²⁹ Various electronics manufacturing service companies such as Foxconn Technology Group (Foxconn), Wistron Corporation, Flextronics (later changed to Flex), and Jabil Inc. also set up facilities in several Indian locations.³⁰ Other industry giants such as Samsung, Guangdong Oppo Mobile Telecommunications Corp. Ltd., Realme, and OnePlus Technology Co. Ltd. had set up manufacturing plants in Noida, whereas Lava International manufactured its products in factories located in National Capital Region.³¹ Sanjeev Agarwal, the chief manufacturing officer at Lava International, explained why such changes were taking place: "Local production helps in developing cutting-edge devices yet keeps costs down; so a device can be sold for around US\$ 150. A major portion of the firm's production was still done in China, but very soon, Lava will make that happen on Indian soil."³²

Large Smart Phone User Base

A Cisco Systems study highlighted that India would have 780 million connected smart phones in 2021, compared with 359 million in 2016. Smart phone purchases in India were increasing every year, with a total of 30 million units purchased annually. Other reports by International Data Corporation and Ericsson Mobility Report found that mobile subscriptions in India were set to rise, reaching up to 1.4 billion by 2021. These findings boosted an already strong investment trend in India by global smart phone makers such as Apple and Samsung.³³

COMPANY BACKGROUND

Founded by Steve Jobs, Steve Wozniak, and Ronald Wayne on January 3, 1977 in Cupertino, California, Apple became a global manufacturer and seller of consumer electronics products, computer software development, and online services.³⁴ The public company was listed on the Nasdaq Stock Market.³⁵ Cook became chief executive officer of Apple in 2011, spearheading the different business units of the giant corporation, along with the company's board of directors. Apple product lines included consumer electronics, personal computers, network servers, computer software, and digital media distribution.³⁶ The company's product portfolio comprised a wide range of technology devices including MacBook, iPad, iPhone, Apple Watch, Apple Smart TV, and various online services. The company employed 120,000 people around the world and operated nearly 500 retail stores.³⁷ Apple products were sold across numerous different channels and modes including retail stores, direct sales, third-party wholesalers, resellers, and online stores.³⁸ In 2018, Apple recorded a profit of \$59.531 billion, when the company's global value reached a high of \$1 trillion.³⁹

India was a price sensitive market for technology, dominated by Samsung and various other Chinese brands, but Apple was not among the top five brands sold in the country.⁴⁰ By catering mainly to the high end market segment, the Apple brand was considered a status symbol in India. Attempting to enter the low end market segment could cause Apple to risk diluting the brand, as one industry observer found: “At the heart of the issue is Apple’s reluctance to change its traditional business model for selling the iPhone. Rather than make a range of handsets, it has prioritized a limited number of coveted products, sold at high prices.”⁴¹ However, if Apple wanted a bigger share of the Indian market, it would have to reconsider its premium pricing strategy and resolve its pricing dilemma.

VISION, MISSION, AND VALUES

Although the company did not specifically state either an official vision or mission statement on its website, the Indian student learning platform Toppr claimed that “The core of Apple’s vision is to provide customers with user-friendly, non-intimidating technology at low prices. It understands the fact that not all users are computer experts and makes the user comfortable with their interface.” The learning platform went on to state that “The Mission of the company is to bring the best personal computing experience to all walks of people—from students to teachers and professionals.”⁴² According to the company’s own website, Apple values included accessibility, education, environment, inclusion and diversity, privacy, and supplier responsibility.⁴³

SEGMENTATION, TARGETING, AND POSITIONING

Apple’s target customer segment in the United States consisted of male and female consumers aged 18 to 45 who preferred advanced features and tool-based devices. They were middle income or higher professionals and managers with a focus on lifestyle brands for successful individuals.⁴⁴ In India, Apple’s typical market segment included male and female customers aged 22 to 55 years earning a medium to high income and enjoying a lifestyle that was modern, young, and open to change, fitting the behaviour and brand loyalty of the commonly heard phrase “Once an Apple user, always an Apple user!”⁴⁵

Apple targeted lifestyle segments and urban populations with relatively high buying power such as music lovers for its iPod and iTunes brands and professionals for its iPhone, iPad, iMac, and MacBook brands.⁴⁶ Apple’s positioning was as a luxury brand with innovation, design, and imagination. It connected consumers emotionally through brand loyalty, values, culture, colours, taglines, product design, and product quality.⁴⁷ Apple’s product segmentation was encapsulated by the tagline “Think Different.”⁴⁸

PRODUCTS AND SERVICES MIX AND PRICING

Apple’s business lines included a wide range of digital products and digital content streaming services including desktop and laptop computers, mobile devices such as Apple Watch and Apple TV, operating systems such as the iOS and MacOS, online iCloud storage, iTunes music streaming, Apple Pay payment services, and many others.⁴⁹ Apple products featured highly professional design, style, and colour at different price levels (see Exhibit 2). The company also provided a wide range of digital consumer services including Apple TV+, Apple Music, Apple News+, Apple Arcade, Apple Books, and Apple Card.⁵⁰ Pricing levels for the Apple Music services, for example, spanned three different price categories from students at \$0.66 per month, to individuals at \$1.34 per month, to families at \$2.02 per month.⁵¹ Limited-time free trial periods were also available for some digital services, after which a monthly rate would apply, such as \$1.34 for Apple TV+⁵² and \$9.99 for Apple News+.⁵³

PRODUCTION PARTNERS

For Apple to enter the Indian market, its suppliers (e.g., Wistron Corporation, Pegatron Corporation, Foxconn, Samsung) would be expected to establish their own production plants in India and work together with Indian suppliers such as Dixon Technologies and Micromax Informatics.⁵⁴ Some of Apple's smart phone models were assembled in Bengaluru, India by Wistron Corporation;⁵⁵ others were assembled in Tamil Nadu by Foxconn, which planned to spend \$1 million to expand its assembly plant,⁵⁶ as confirmed by Foxconn chairman Tery Gou: "iPhones will get into mass production in India this year. . . . In the future, we will play a very important role in India's smartphone industry."⁵⁷ Gou also stated that "the company is planning to invest \$300 million to expand iPhone manufacturing capacity there—with much more investment possible in the future."⁵⁸ Pegatron, yet another Apple assembly partner, planned to establish an Indian subsidiary and start operations in India.⁵⁹

COMPETITION

India's population of 1.3 billion people held tremendous opportunity for Apple. The number of smart phone users was growing at a rapid rate according to Counterpoint Research, which reported that "India reached 450 million smartphone users in 2019 from 350 million in 2018."⁶⁰ However, Apple faced competition from Xiaomi and Samsung in India's handset sector, with Xiaomi controlling 28.3 per cent of the market and Samsung 25.3 per cent.⁶¹

Apple had witnessed some growth in net profits in India, especially through higher sales of its iPhones, with revenues increasing by 12 per cent in 2018 (see Exhibit 3).⁶² The most competition that Apple would face in the Indian market would come from Compaq Computer Corporation, Dell Computer Corporation, International Business Machines Corporation (commonly known as IBM), Microsoft Corporation, and Hewlett-Packard Company.⁶³ However, the key competitive advantages Apple had over its competitors included its superior technology products, brand equity, and research and development.⁶⁴ Some smaller competitors (e.g., Xiaomi, Vivo, Samsung, OnePlus) had also partnered with contract-based manufacturers to build smart phones to be sold in India.⁶⁵

STRUGGLE IN INDIA

Apple faced various challenges in its attempt to enter the Indian market. The government of India's manufacturing regulations and import duties were a key concern. Apple would also have to deal with the country's poor infrastructure and issues with land acquisition. Higher import duties on raw materials such as electronic parts and components also increased the cost of iPhones, making it difficult for Apple to price its products appropriately for the wider Indian consumer base.⁶⁶ Apple was able to sell its devices through several partners in India,⁶⁷ but the company was unable to open its own retail outlets due to government restrictions on foreign retailers. The Government of India mandated that foreign retailers had to source 30 per cent of raw materials from Indian suppliers.⁶⁸

Apple also faced competition from Asian competitors such as Samsung, Xiaomi, and Vivo with lower priced smart phone brands that appealed to the price sensitive Indian market. These companies were able to reach consumers in Tier II and Tier III cities, relocate their supply chains to India, and invest in research and development. With its premium smart phone models, Samsung targeted Indian male and female consumers aged 18–34 who preferred a reliable variety of devices.⁶⁹ Samsung's customer base consisted mainly of young middle class office workers from both rural and urban locations who wanted a good quality smart phone for

a moderate price.⁷⁰ The Government of India also planned to provide subsidized loans to domestic suppliers as encouragement for global giants such as Samsung and Apple to open factories in India.⁷¹

APPLE INDIA STRATEGY

Apple decided to adopt a variety of strategies in its plan to enter the Indian market. A careful and well-planned market entry would require considering the time of entry, physical and online retail outlets, manufacturing facilities and production partners, and promotional strategy.

Time of Entry

Samsung and Xiaomi had already opened retail outlets and Apple could seize the opportunity thanks to the government's welcoming foreign direct investment policies. India was eager to attract foreign investors and enhance its economic growth through promotions such as its Make in India campaign, with a goal to stimulate employment.⁷² Single-brand retail companies were required to source a minimum of 10 per cent of their raw material locally and export no more than 20 per cent of their finished product outside India.⁷³ The government also launched a \$6.65 billion plan with incentives to five global smart phone makers to establish or expand domestic production.⁷⁴ Expecting to benefit from attractive government policies in 2019,⁷⁵ Cook stated, "We needed to get approval from the government to go in there ourselves rather than with a domestic partner. I don't want somebody else to run the brand for us."⁷⁶

Physical and Online Retail Outlets

In 2021, Apple could only sell its products through partners, which would change by opening its own physical and online stores. Apple planned to invest \$13.56 million to open physical retail stores in major Indian cities and launch an online selling platform by 2022.⁷⁷ Apple planned to set up its first retail store on August 15, 2022 in the Bandra-Kurla Complex in Mumbai, a second store in Delhi, and a third store in Bengaluru.⁷⁸ The company was considering opening more stores in other Indian cities such as Chennai, Hyderabad, and Kolkata.⁷⁹

For its online sales, Apple had struck partnerships with Amazon.com Inc., Flipkart, and Paytm Mall in India. E-commerce platforms contributed approximately 35–40 per cent of iPhone sales in India. According to an Apple insider, "Online is also a big sales driver for iPad tablets and MacBook laptops, and contributes over 25% of annual sales in India."⁸⁰ However, the company planned to sell iPhones, iPads, and Mac computers through its own direct online retailing in the future and resellers.⁸¹ As Apple publicly announced, "We look forward to one day welcoming customers to India's first Apple retail store. It will take us some time to get our plans underway and we will have more to announce at a future date. We love our customers in India and we are eager to serve them online and in-store with the same experience and care that Apple customers around the world enjoy."⁸²

The exclusive retail outlets in India were going to make the company's position strong in India. For its first Mumbai store, the company was planning to replicate the iconic design and appearance of flagship Apple stores in New York, London, and Paris.⁸³ In reference to India's encouragement, Cook stated, "We appreciate the support and hard work by Prime Minister Modi and his team to make this possible and we look forward to one day welcoming customers to India's first Apple retail store."⁸⁴

Manufacturing Facilities and Production Partners

Apple was focused on setting up manufacturing lines in India to target local markets, which would resolve regulations and import duties in India. The company assembled smart phones in India through contractors such as Foxconn and Wistron to reduce the cost of production; and therefore, the products' prices.⁸⁵ Apple contracts manufacturers, Foxconn and Wistron, planned to produce up to \$40 billion worth of smart phones, including the iPhone 7 and iPhone XR, in India for export purposes.⁸⁶

Ravi Shankar Prasad, the Indian government's information technology minister, announced that "Apple is to expand its manufacturing operations in the country."⁸⁷ Apple also partnered with the Indian company Salcomp Manufacturing India Private Limited (Salcomp) to manufacture iPhones, with a plan to manufacture chargers and other smart phone components. Salcomp planned to invest approximately \$278.7 million on its plant near Chennai, India. Salcomp had managed to benefit from the Government of India's new production-linked incentives (PLI) scheme.⁸⁸ The Government of India initiated the PLI scheme to incentivize local smart phone manufacturing and exports, but Apple had to produce at least \$10 billion worth of smart phones between 2020 and 2025 to receive PLI benefits.⁸⁹

Promotional Strategy

Apple adopted a creative and modern promotional strategy in India using product advertising and institutional advertising. The company's methods included innovative promotional ideas such as a group FaceTime on the iPhone, the video "iPhone XR Color Flood," and the television campaign "Depth Control: The Backdrop." Apple also invested heavily in print media and billboard advertisements in India.⁹⁰ Apple planned to promote user data privacy and protection for iPhones in India, with indications that "the Indian leg of the privacy campaign will begin from July 28, 2019 across out of home (OOH) platforms in Bengaluru, Gurugram and Mumbai, and television advertisements, besides social media. The television ads will feature a privacy film featured on YouTube."⁹¹

PRICING DECISIONS

Apple's key objective was to take advantage of a growing opportunity in India's smart phone market.⁹² However, a major concern was the price sensitivity of the Indian market and the potential conflict it would create for Apple's global premium price positioning. The most expensive iPhone was priced above the annual income of many Indian consumers.⁹³ With 1.3 billion people and approximately 700 million Internet users, the Indian market could not be ignored and competitors from South Korea and China had already gained considerable market share.⁹⁴ While Apple planned to enter the Indian market, its growth in China was declining, as Cook noted, "India is a very important market in the long term. It is a challenging market in the short term, but we are learning a lot. We plan on going in there with sort of all of our might."⁹⁵

With smart phone competitors using pricing as a competitive advantage, Apple was considering introducing a lower priced version of iPhone specifically for the Indian market but wondered how to maintain the company's global exclusivity. According to a report from the International Data Corporation, "The average selling price of a handset during the June quarter of 2018 was US\$159. The growth in the smartphone segment of US\$200–\$300 has doubled in India."⁹⁶

Apple contemplated reviewing its premium price strategy to seize a bigger market share in India by providing configure-to-order, build-to-order, or other options for its iPhone for Indian customers.⁹⁷ Apple could target multiple segments with a differential pricing strategy, but would that turn out fatal for Apple's

exclusive and premium image? Would it be prudent to ignore the opportunity that price sensitive Indian consumers offered and focus only on the premium segment?

FUTURE OUTLOOK

The company planned to invest the \$13 million in India to inaugurate an online retail platform and open three-company owned physical retail outlets in Mumbai and Delhi. Apple intended to leverage the country's Made in India opportunity. With its manufacturing partner Foxconn, Apple was planning to invest \$1 billion in India to export iPhones across the world from Chennai, India.⁹⁸ Apple also planned to shift approximately one-fifth of its production capacity from China to India and scale up its local revenues in India to \$40 billion by 2025.⁹⁹ As Cook confirmed, "I'm a huge believer in the opportunity in India. It is not simple and straightforward by any stretch of the imagination, but it's a country with a vibrancy and demographics that are just unparalleled. We like to do things our way."¹⁰⁰

However, a critical question was looming large. Could Apple succeed with its existing pricing policy in the Indian market or would the company have to change to capture a sizeable share of the Indian market?

EXHIBIT 1: PRODUCTION DATA OF INDIAN ELECTRONICS SECTOR, 2014–15 TO 2020–21

Item/Vertical	2014–15	2015–16	2016–17	2017–18	2018–19	2019–20	2020–21 (Estimated)
Computer Hardware	18,691	19,885	20,382	21,401	21,180	21,500	22,000
Mobile Phones	18,900	54,000	90,000	1,32,000	1,70,000	2,14,000	2,20,000
Electronic Components	39,723	45,383	52,099	59,132	67,760	75,800	64,430

Source: Government of India, Ministry of Electronics & Information Technology, *Annual Report 2020-21*, accessed June 11, 2022, https://www.meit.gov.in/writereaddata/files/MeitY_AR_English_2020-21.pdf.

EXHIBIT 2: APPLE INC. PRODUCTS, MODELS, AND PRICES (IN US\$)

Product	Models	Starting Price	Models	Starting Price	Models	Starting Price	Models	Starting Price
Mac	MacBook Pro 14 Inch (2021)	2643.21	MacBook Air (M1, 2020)	1354.83	iMac 24 Inch (M1, Four Ports, 2021)	1897.31	Mac Studio (2022)	2575.40
	MacBook Pro 16 Inch (2021)	3253.50	MacBook Pro 13 Inch (M2, 2022)	1761.69	Mac Mini (M1, 2021)	880.17	Mac Pro	6779.59
	MacBook Air (M2, 2022)	1626.07	iMac 24 Inch (M1, Two Ports, 2021)	1626.07	Mac Mini (2018)	1422.64	—	—
iPad	iPad Pro	975.10	iPad Mini	636.05	iPad Air	744.55	iPad	419.06
iPhone	iPhone 13 Pro	1626.07	iPhone 12	812.36	iPhone 13	947.98	iPhone SE	595.37
Apple Watch	Apple Watch Series 7	568.24	Apple Watch SE	405.50	Apple Watch Series 3	283.44	—	—
AirPods	AirPods Second Generation	191.22	AirPods Third Generation	278.02	AirPods Pro	356.68	AirPods Max	896.44

Source: “Compare Mac Models,” Apple, accessed May 5, 2022, <https://www.apple.com/in/mac/compare>; “iPad,” Apple.com, accessed May 5, 2022, <https://www.apple.com/in/ipad>; “iPhone,” Apple, accessed May 5, 2022, <https://www.apple.com/in/iphone>; “Apple Watch,” Apple.com, accessed May 5, 2022, <https://www.apple.com/in/watch>; “AirPods,” Apple.com, accessed May 5, 2022, <https://www.apple.com/in/airpods>.

EXHIBIT 3: APPLE INC.'S GLOBAL VERSUS INDIAN MONTHLY MARKET SHARE, 2017 TO 2019

Month	Global Market Share (in %)			India Market Share (in %)		
	2019	2018	2017	2019	2018	2017
January	22.85	19.64	19.73	2.74	3.07	2.31
February	23.28	20.15	19.45	2.81	3.14	2.39
March	22.4	20.83	19.5	2.81	3.34	2.56
April	22.76	19.23	19.87	2.83	2.81	2.72
May	22.66	18.97	19.32	2.75	2.65	2.63
June	22.04	18.91	19.35	2.71	2.9	2.64
July	22.01	19.4	18.78	2.65	2.87	2.61
August	22.17	20.45	20.32	2.65	3.08	2.88
September	22.48	20.66	19.37	2.62	2.96	3.12
October	22.09	22.34	19.99	2.28	2.97	3.49
November	22.9	24.44	20.34	2.5	2.91	3.32
December	24.79	21.98	19.91	2.61	2.64	3.17

Source: "Mobile Vendor Market Share India Jan–Dec 2019," Statcounter, accessed April 22, 2022, <https://gs.statcounter.com/vendor-market-share/mobile/india/2019>; "Mobile Vendor Market Share India Jan–Dec 2018," Statcounter, accessed April 22, 2022, <https://gs.statcounter.com/vendor-market-share/mobile/india/2018>; "Mobile Vendor Market Share India Jan–Dec 2017," Statcounter, accessed April 22, 2022, <https://gs.statcounter.com/vendor-market-share/mobile/india/2017>; "Mobile Vendor Market Share Worldwide Jan–Dec 2019," Statcounter, accessed April 22, 2022, <https://gs.statcounter.com/vendor-market-share/mobile/worldwide/2019>; "Mobile Vendor Market Share Worldwide Jan–Dec 2018," Statcounter, accessed April 22, 2022, <https://gs.statcounter.com/vendor-market-share/mobile/worldwide/2018>; "Mobile Vendor Market Share Worldwide Jan–Dec 2017," Statcounter, accessed April 22, 2022, <https://gs.statcounter.com/vendor-market-share/mobile/worldwide/2017>.

ENDNOTES

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